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27 September 1973

MEMORANDUM FOR THE DIRECTOR

SUBJECT: Establishing the NIO Panel

1. Attached is the memo whose major points we covered in our 26 September discussion. During the course of the day you will be getting a separate note on personnel considerations and recommendations.

2. As we parted on the 26th, you asked me to give you a written reminder on the title question. At that time, your preference was a parallelism with the IC staff head's, i.e., Deputy for National Intelligence Officers (D/DCI/NIO). That is precisely descriptive but clangs a bit grammatically. Deputy for National Intelligence sounds better (grammatically) but might be confusingly (and, to some, irritatingly) similar to "Deputy Director for Intelligence."

3. If you want a compromise meld of euphony and descriptive accuracy, you could try Deputy for National Intelligence Affairs (or Activities). If you want completely symmetrical parallelism, you could modify the title of Lew Allen's eventual successor to read Deputy for Intelligence Community Affairs (or Activities). The choice, of course, is yours.

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George A. Carver, Jr.
Special Assistant for Vietnamese Affairs

Attachment

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23 August 1973

Executive Session

The Acting Chairman convened the Board in executive session at 1115 to discuss several subjects including the following:

4. Further Discussion of National Intelligence Officers (NIOs)
(Ref: USIB-M-646, 2 August 1973, item 5)

Mr. Colby opened the discussion by thanking the Board Principals for their constructive suggestions and general support regarding the NIO concept. He noted that a modified draft of the

NIO paper, which incorporated some of the suggestions, had been circulated to the Board Principals the previous day.* In response to a number of questions, Mr. Colby pointed out that the NIO concept was still in a flexible and developmental stage and that many problems and procedures, e. g., the prevention of overlapping functions, would have to be worked out as the program evolved. He said that it was essential, if the program was to be a success that the best possible people be selected as NIOs and that they receive the right guidance from the DCI, a task which he said he had every intention of fulfilling.

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In response to [] Mr. Colby said that he had no problem with slipping the 24 August deadline for NIO nominations. He noted that he had not yet been sworn in; adding that he also intended to check out the NIO program at the NSC and to touch base with some members of Congress before any final action would be taken.

In concluding the discussion, Mr. Colby said that he would continue to consult with the Board Principals and that he welcomed their comments at any time, either formal or informal, regarding the development of the NIO program.

*A copy of this draft is attached.

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Attachment
USIB-M-648

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MEMORANDUM FOR USIB MEMBERS

SUBJECT : National Intelligence Officers

1. National Intelligence Officers will be appointed by the Director of Central Intelligence for such geographical areas or functional subjects as may be required from time to time. Each NIO will be the Director's personal representative and will report directly to him on his subject, but all direction will be subject to the Director's approval and will pass through the normal command channels of USIB member agencies.

2. The Primary function of an NIO will be to provide contact laterally on his subject across the functionally organized Intelligence Community and with customers and outside consultants as required. Each NIO will be responsible to the Director for providing Intelligence Community coordinated products (using such panels of experts or ad hoc committees and arranging USIB consideration as may be required) to satisfy requirements for NIEs, NSSM responses, DCI briefings (e.g., NSC, WSAG, Congress) etc. He will assist the Director in identifying customer needs for National Intelligence, uncertainties requiring collection guidance, analysis or production, and national policy problems on which National Intelligence might offer assistance. He will maintain close personal contact with NSC Staff and other principal intelligence consumers and contributors at the departmental level. The NIO will be charged with presenting for the Director's review fully objective presentations of alternate views and interpretations.

3. Each designated NIO will be assigned one or more assistants and secretarial aid as may be required from time to time to assist him in his substantive, coordinating and requirements duties and in drafting or editing when needed. These assistants will be assigned on an ad hoc or extended detail from USIB member agencies as required.

Exempt from general declassification schedule
of EO 11652, exemption category 5B(2).
Automatically declassified on: impossible to
determine.

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4. One National Intelligence Officer will be appointed as the Senior National Intelligence Officer, with administrative authority over the National Intelligence Officers. He will chair meetings of National Intelligence Officers for discussion of production standards, work schedules, quality control and product review. He will be assisted by an Editorial Staff to provide central editorial standards, schedules and assistance for the National Intelligence Officers. He will keep the Director advised as to the activities of the NIO's and be a central point of contact for their activities.

5. National Intelligence Officers (tentative):

USSR and Satellites

Europe, EC and NATO

Northeast Asia

Southeast Asia

Moslem World

Latin America

Economic Intelligence

Strategic Weapons and Advanced Technology (SALT)

General Purpose Forces (MBFR)

As requirements change, these assignments may also vary and ad hoc assignments may occasionally be made. The NIO's will work together to resolve apparent gaps or overlaps.

6. USIB members are invited to nominate candidates for the tentative positions in paragraph 5, from their agency or from other sources. Final selection will be made by the Director of Central Intelligence according to individual qualifications. Any individuals selected from outside CIA will serve on reimbursable detail. NIO's will normally serve approximately three-year tours, followed by return to their parent agency.

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7. The NIO's will replace the present Board and Office of National Estimates, the Special Assistant for Vietnamese Affairs, and other units as appropriate. No change will be made in the present USIB Committee structure or functioning by reason of the establishment of NIO's, although that structure may be independently reviewed for possible change after some experience with the NIO concept.

DRAFT
W. E. COLBY

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Memo for Record
646th USIB Meeting
2 August 1973
Executive Session

file

National Intelligence Officers

Mr. Colby, Chairman designate, distributed a draft for consideration by USIB Principals regarding his concept for National Intelligence Officers. He requested comments on the draft by 9 August 1973 and nominations for the positions as NIO's at a later date. Mr. Colby's ^(STATEMENTS WERE) are as follows:

I feel that the Director is functioning on two ladders. One is vertical-- the functional approach of organization of the intelligence community. There is another way of looking at the substantive business i. e. Soviet Union, China, Military, Economic etc, ^{ACROSS THE BOARD (HORIZONTAL)} On the substantive level each of the different functional elements play a part, but the only person who puts these together is the Director. The way we have been doing it is assigning one of these parts to the functional areas. ^{THUS YOU TEND TO} You have an over stress of that particular functional fellow's approach to a particular problem. You have no one who looks at that substantive problem from the point of view of the Director. There is a gap in overall look at the intelligence problem, for example, China. I have a concept for appointing National Intelligence Officers for specific substantive problems. These national intelligence officers would work directly for the Director as staff officers. They would report to the Director and make recommendations but have no line authority in agencies or subordinate elements of agencies. Formal requests would go through the intelligence officers. He would circulate them through the community. He assembles them and assigns them to task groups or working groups. When the paper is complete he presents it to the USIB.

We have, I feel, a very heavy stress on coordinated position of NIE's, but not on the other things the Director is supposed to come up with. (for example answers to Dr. Kissenger, ^{NSSM, (NSC BRIEFINGS)} ~~NISAMs~~ answers etc). Lots of papers go out of here from elements of CIA, but ~~again~~ I would like to see anything that the Director says on a substantive matter benefit from the substantive knowledge of the community. The Director doesn't have to agree with what is presented to him but he should be able to see the differences of opinion that would be surfaced. The National Intelligence Officer will go around the community and coordinate items and bring the coordinated response or recommendations back to the Director. He will be in personal human contact with the experts in all of the agencies. He doesn't produce intelligence of his own he just puts the intelligence inputs together. He will not create a great staff of his own and employ everybody. The idea is to keep the intelligence officer as lean as possible, one executive assistant and a secretary. The intelligence officer will establish groups to work on problems for a set limit of time. The job of intelligence officer ^{to be} is a full time job.

Included in this job is the tasking function. What do we need to know? Lets go out and ask the defense attache from ^Mmoscow, for example, to come in and work on a particular problem. Tell the ^{Cos} ~~station~~ what questions we have. . Go to NSA and ^{say} ~~see~~ we have something we want to know, could you give us help by covering a particular problem? ^{He would be involved in the} Tasking and collection review process-evaluation. -- how well are we doing our job? I hope to keep the intelligence officers out of the resources business, The substantive and evaluation approach

HE WILL HAVE KNOWLEDGE AS TO
turn-up whether one collection system is valuable and another isn't
worth a darn.

To accommodate the ~~National~~ Intelligence Officers the office of
BNE and ONE will be eliminated. The ^{NIO} job will be a 2-3 year term.
I will fight against it becoming a retirement place. Either military
or civilian nominations are welcome. I expect the intelligence officers
to be customer men--find out what people ~~who~~ want.

Proctor

My concern is finding the right people. I would hope that we would
get the best candidates possible and not try to have a balance between
agencies just for the sake of balance. *(WILL BE FLEXIBLE.)*
Africa was deleted from list of NIOs
because there is no point in having a group of people generating work
A RELATIVELY
for an insignificant problem. *WILL CHANGE THIS IF THE*
SITUATION ARISES,